

2013 - 2016 STRATEGIC PLAN



Minnesota Bureau of Criminal Apprehension

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Introduction

To continue to provide value to Minnesotans and the criminal justice community it serves, the Minnesota Bureau of Criminal Apprehension must evolve to meet changing budgets, skill sets and the changing needs of our customers. While this Strategic Plan is a living document which will change to meet changing capabilities, limitations and needs, it will serve as the framework which will guide the decisions made and actions taken by the organization and its employees. And it will enable Bureau staff to better prepare for the challenges ahead.

As a division of the Minnesota Department of Public Safety, the Bureau of Criminal Apprehension's decisions and actions must align with the Department of Public Safety's mission.

Minnesota Department of Public Safety Mission

The Department of Public Safety is committed to protecting citizens and communities through activities that promote and support prevention, preparedness, response, recovery, education and enforcement. These objectives are achieved through a focus on saving lives, providing efficient and effective services, maintaining public trust and developing strong partnerships.

Bureau of Criminal Apprehension Mission

The Bureau of Criminal Apprehension prevents, investigates and solves crimes in collaboration with our criminal justice partners.

Bureau of Criminal Apprehension Vision

We strive to be a progressive state law enforcement agency by providing exceptional leadership while building and implementing cutting edge programs and services for the protection and safety of all in Minnesota.



Bureau of Criminal Apprehension Values

Integrity • Integrity is the cornerstone of public trust. This organization strives to always do the right thing.

Excellence • We value excellence in our people and our work to continually provide the best service to our partners, the Minnesota criminal justice community, and the citizens of this state.

Ingenuity • Ingenuity drives progress. We strive to continually innovate in all of our programs to provide exceptional services, assistance and processes that protect the state of Minnesota.

Partnerships • It is the mission of this organization to work in collaboration with our criminal justice partners to promote public safety.

Agency History and Staffing

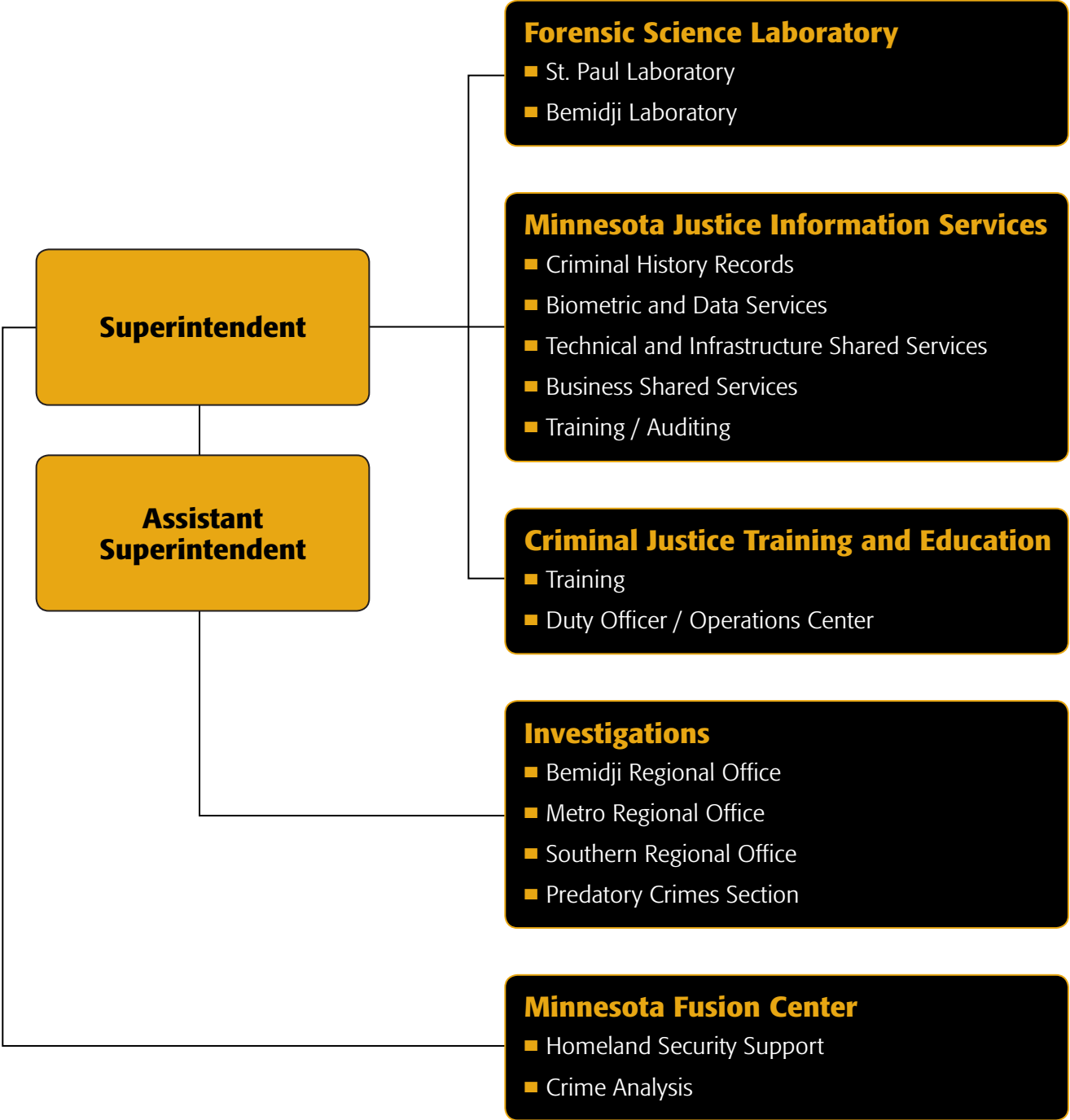
The Minnesota Legislature created the Bureau of Criminal Apprehension in 1927 as a division of the Office of the Attorney General to assist Minnesota peace officers in solving local crimes and apprehending criminals. Additional field offices and the Division of Statistics were added in 1935. The Forensic Science Laboratory became operational in 1947 and the Bemidji Regional Office and Forensic Science Laboratory opened in 2001. Since its inception, the Bureau of Criminal Apprehension has adapted and grown to meet the changing needs of the criminal justice agencies it serves.



Today the Bureau of Criminal Apprehension employs more than 330 people working in five sections: Criminal Justice Training and Education (21), Investigations (84), Laboratory (100), Minnesota Justice Information Services (150) and the Minnesota Fusion Center (13). Staff members work out of the BCA's St. Paul headquarters, Bemidji Regional Office and 10 field offices around the state.



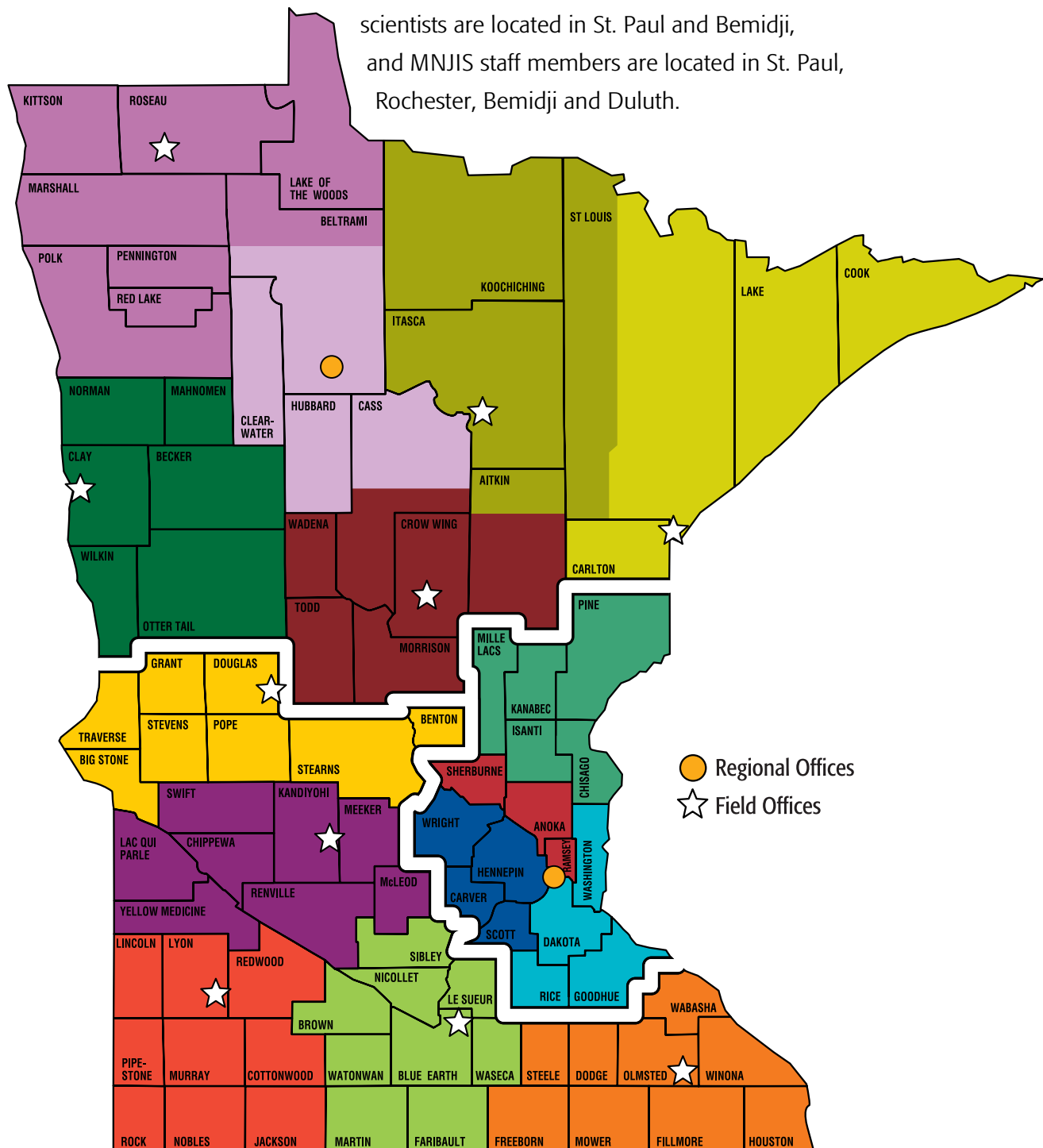
Minnesota Bureau of Criminal Apprehension Organizational Chart



Staff / Facility Locations

Bureau of Criminal Apprehension staff and offices are strategically located across Minnesota to provide timely service to local communities. Agents are positioned in regional offices in St. Paul and Bemidji and in 10 field offices. BCA forensic

scientists are located in St. Paul and Bemidji, and MNJIS staff members are located in St. Paul, Rochester, Bemidji and Duluth.

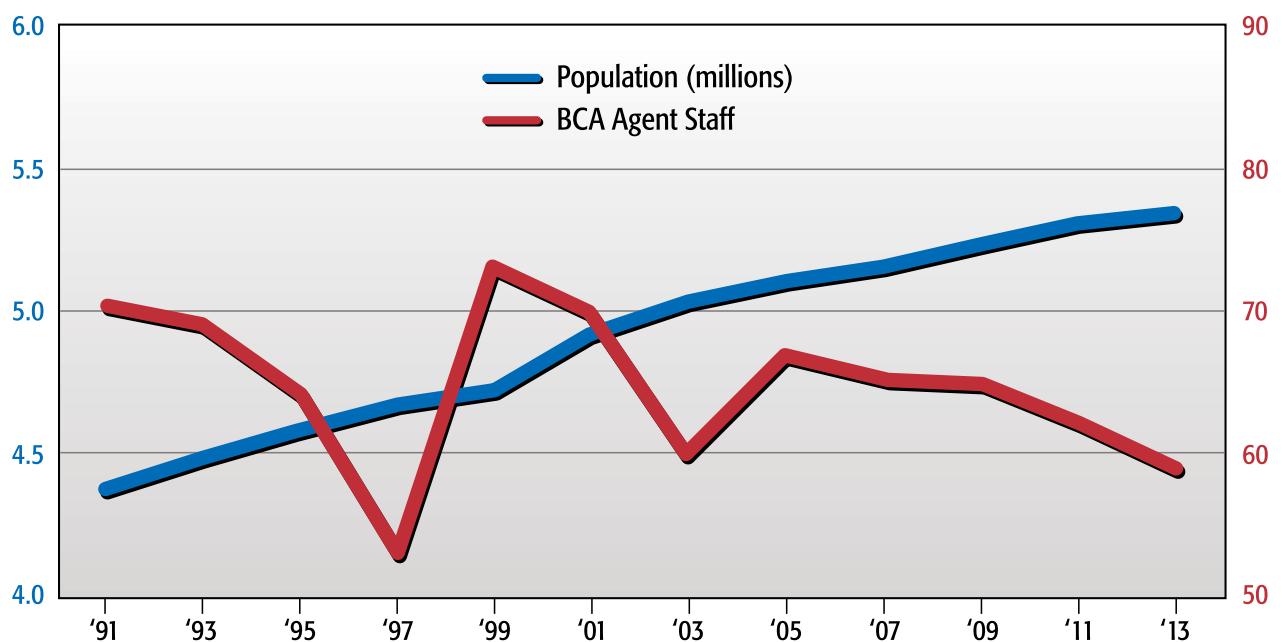


● Regional Offices
★ Field Offices



External Measurable Data

Over the past two decades, Minnesota's population grew by more than 22%. Over the same time period, BCA agent staffing shrunk by more than 10%. As the divergence of population and investigative resources grows, BCA agents continue to maintain the same spectrum of services provided to Minnesota law enforcement agencies.



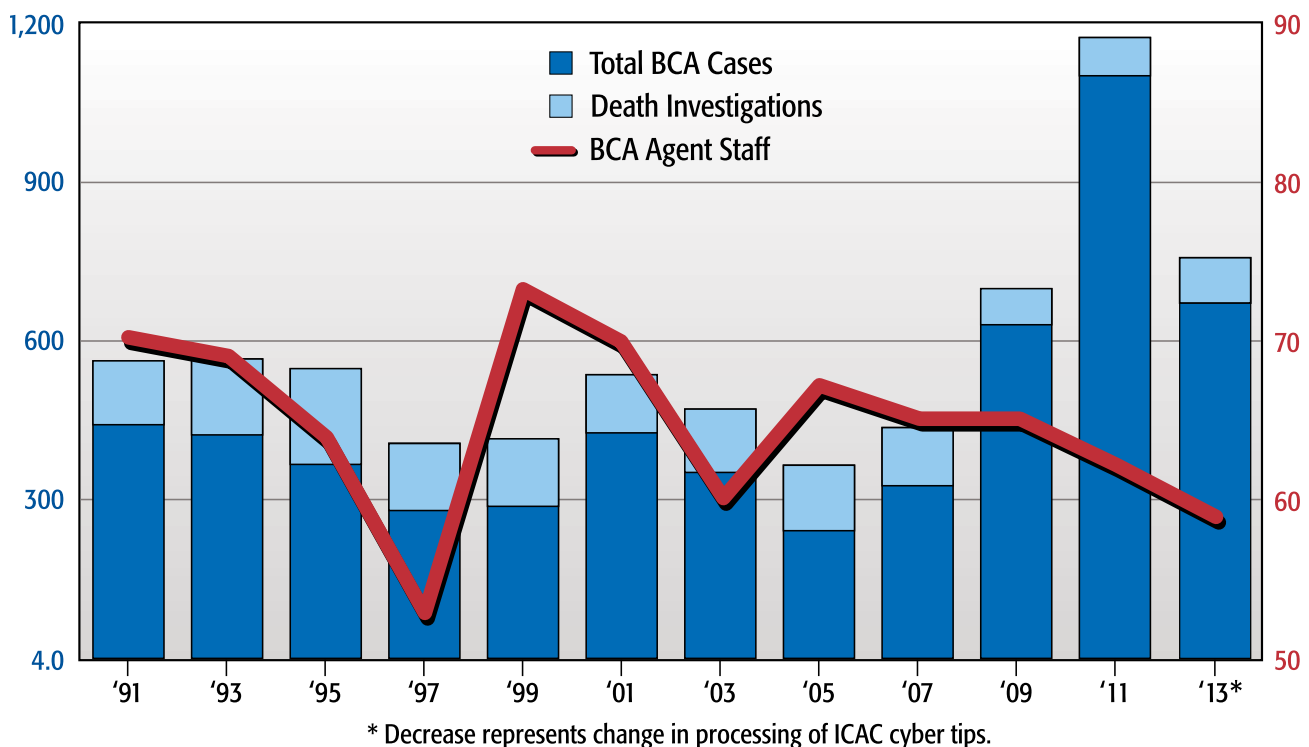
* 2012 population data. FBI population data for 2013 was unavailable at the time of this report.

Division Overview

Investigations

The BCA provides investigative, analytical and crime scene responses, as well as long term assistance with complex investigations in the areas of abductions/missing persons, cold cases, conflict of interest, crime scene, death, narcotics, predatory offender and technical support/special operations. These are essential services that many agencies cannot support locally. BCA agents currently provide these services with fewer agents than it has employed in nearly two decades.

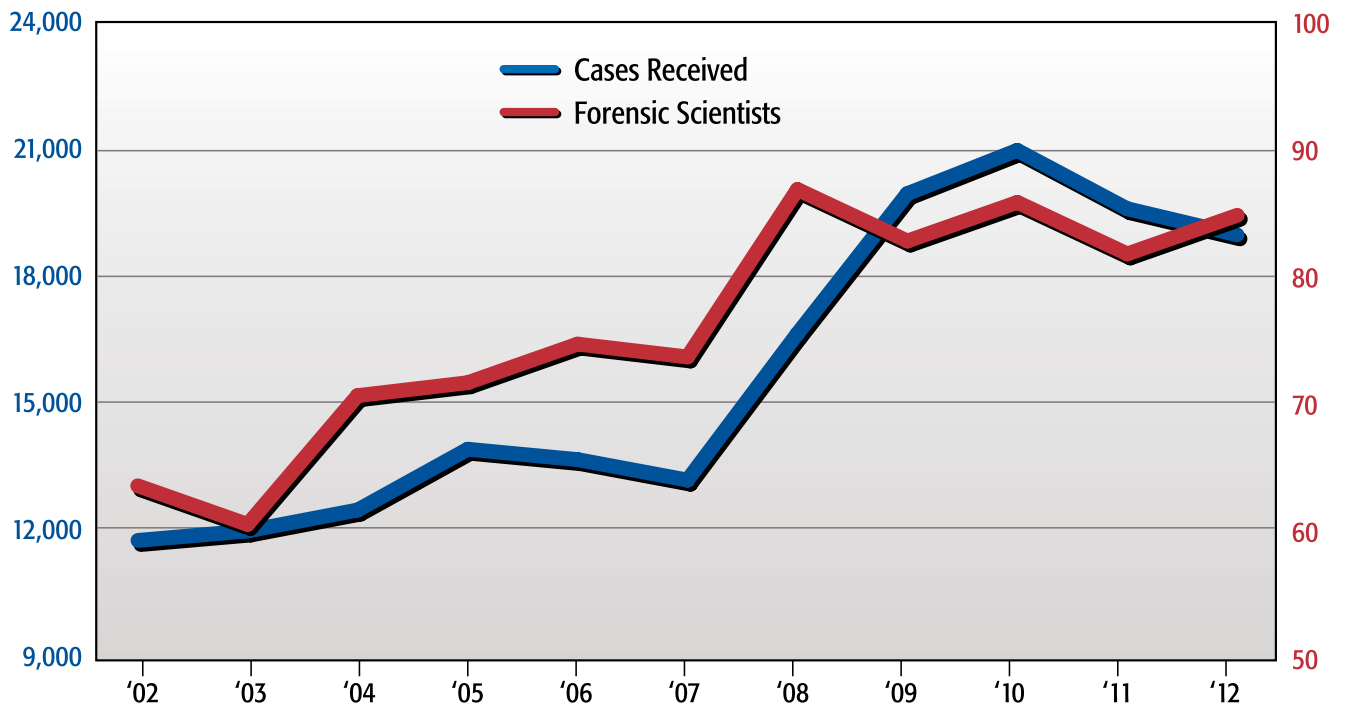
While the past half-decade has seen fewer murders than prior decades, the number of cases for which local law enforcement relies on the BCA to lead or assist with an investigation has seen steady growth. This trend, plus the addition of Internet Crimes Against Children Task Force cyber-tip investigations, has resulted in a dramatic increase in BCA cases.



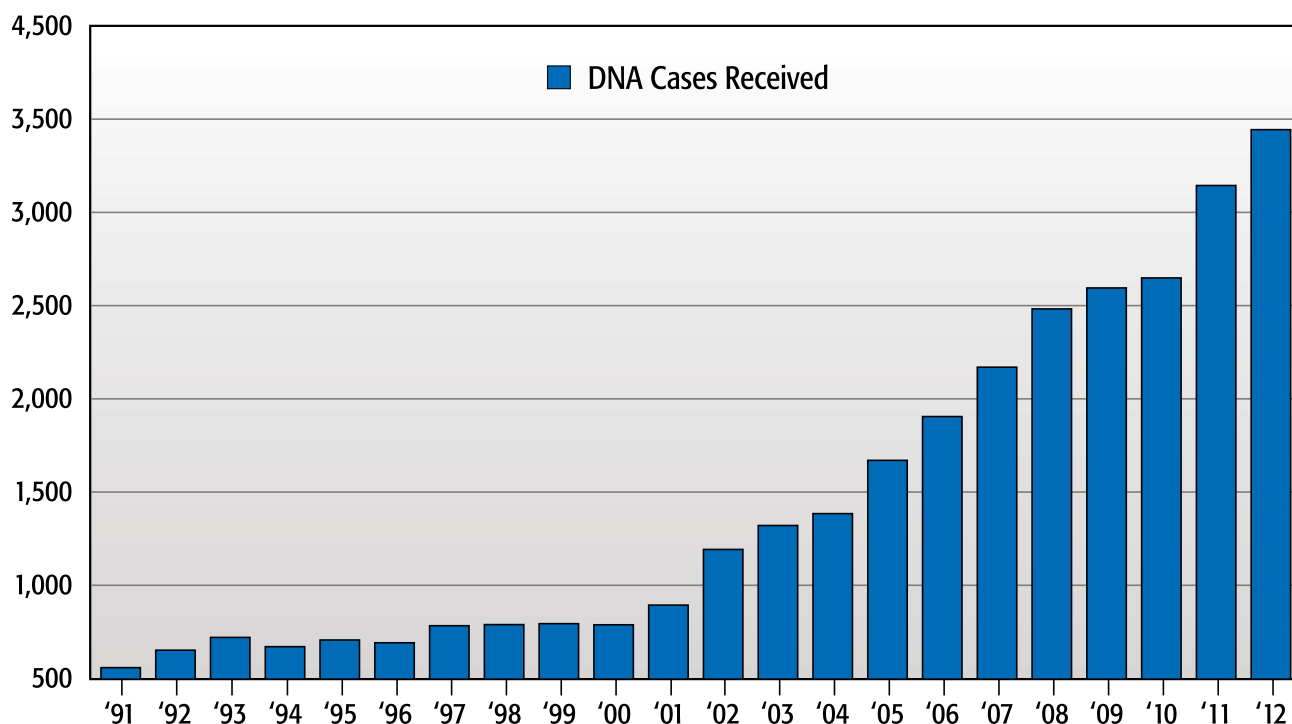
Forensic Science Services

The BCA Forensic Science Service is the only full-service, accredited crime lab in Minnesota. It provides forensic science testing, written results reports and expert court testimony. Services include crime scene processing, DNA, drug chemistry, firearms/toolmarks, questioned documents, latent prints, toxicology/alcohol and trace evidence.

As BCA laboratory testing capabilities expand, so does the number of requests by local law enforcement agencies for testing services. Each case may represent a single piece of evidence or hundreds of pieces of evidence.



The laboratory added nuclear DNA evidence testing capabilities in 1991. Since then, this area of testing in particular has seen significant growth. In the past decade, nuclear DNA case submissions rose by 183% while DNA scientist staffing increased by 53%.



Minnesota Justice Information Services

The BCA's Minnesota Justice Information Services (MNJIS) facilitates the access to and exchange of criminal justice information. With a focus on data integration, MNJIS provides more than 20 information systems and tools as well as training and other services, giving criminal justice agencies more accurate and timely criminal justice information for better decision-making in the criminal justice system. First-of-its-kind systems developed by the BCA include:

Integrated Search Service – a “Google-style” search engine for criminal justice information.

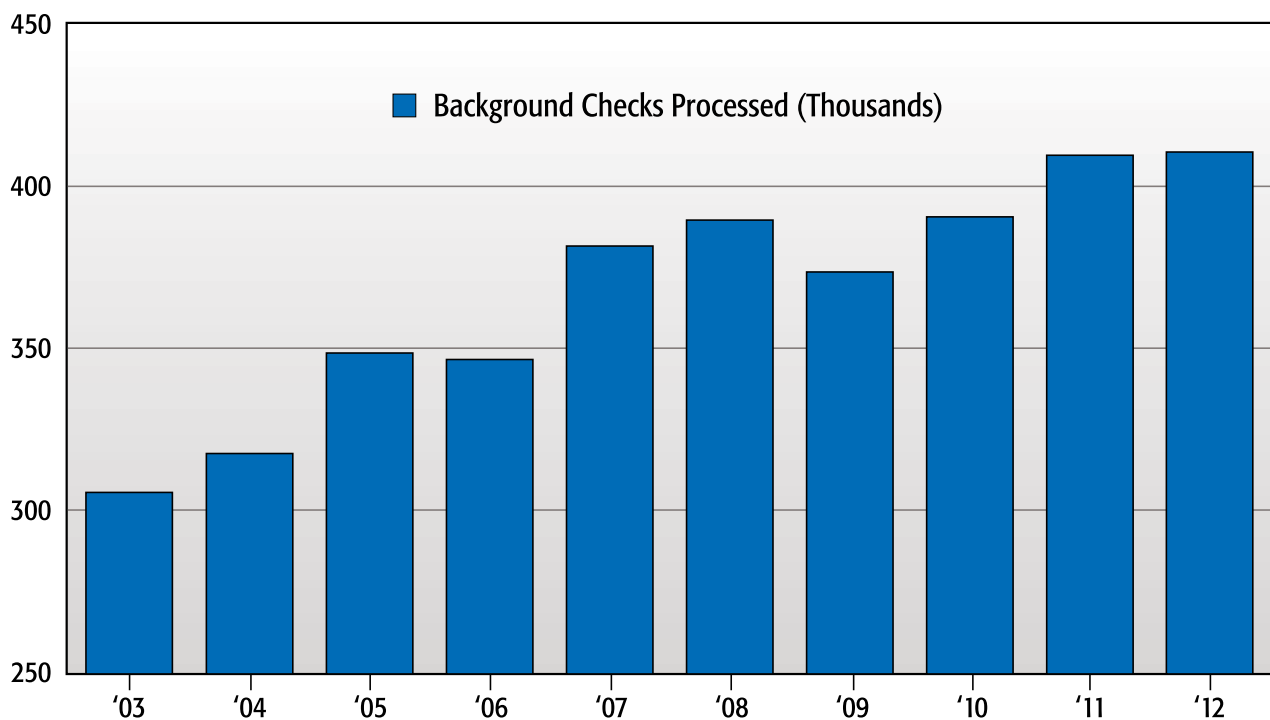
Electronic fingerprinting technology – the Automated Fingerprint Identification System allows fingerprint submissions via computer.

Arrest photo repository – a statewide central repository of booking and arrest photos, scars, marks, tattoos and other descriptive information.

Electronic Charging Service – eCharging moves criminal complaint data between law enforcement, prosecution and the courts. It also processes citations and DWI administrative forms electronically, eliminating significant paperwork and manual data entry for these high volume processes.

Predatory Offender Registry – a statewide database of predatory offenders.

MNJIS also provides many public services, including fingerprinting, questioned identity assistance, a criminal history database and background checks.





Criminal Justice Training and Education

The BCA Criminal Justice Training and Education Division oversees the BCA Operations Center and the Duty Officer Program. It provides advanced skills, business practices and technology training including narcotics, clandestine lab entry certification, death investigation, specialized investigative techniques, crime alert network certification, crime scene and evidence collection, missing persons response and law enforcement leadership and management.

Members of the criminal justice community receive this training at BCA facilities in St. Paul and Bemidji and at criminal justice partner sites. Training is also offered via web-based, online and broadcast formats. This innovative approach saves local agencies time and money.

Number of Classes and Students by Year

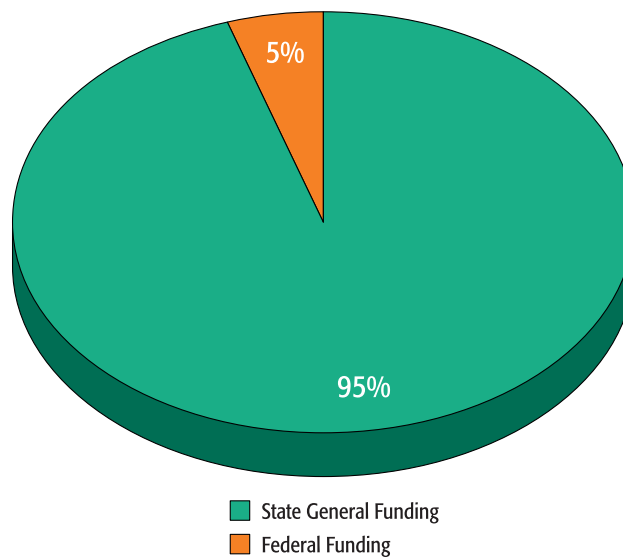
| | FY 05 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 |
|----------|-------|-------|-------|-------|-------|-------|-------|-------|
| Classes | 128 | 150 | 137 | 167 | 160 | 132 | 256 | 220 |
| Students | 2,365 | 3,651 | 3,550 | 4,818 | 3,418 | 3,449 | 5,323 | 5,827 |

Budget

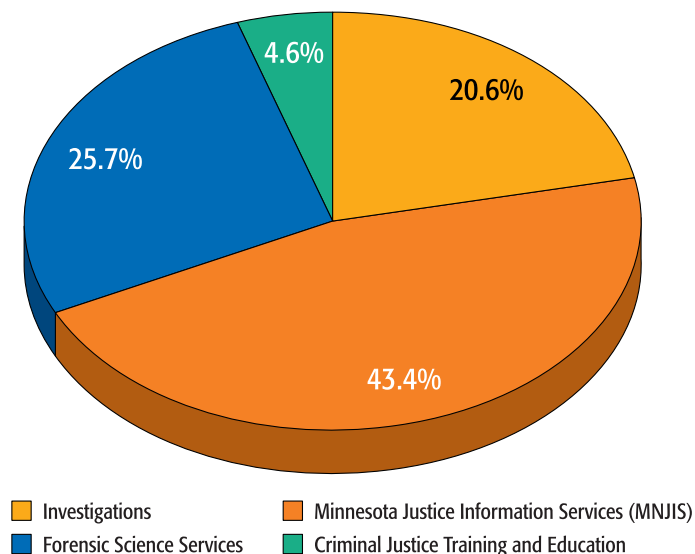
The Bureau of Criminal Apprehension has an annual operating budget of \$54,099,479 made up mostly of general fund appropriations but which also includes federal funding.

Funding within the BCA is broken down by section. Technology driven MNJIS receives the largest portion of the funding to build and maintain data systems used by Minnesota criminal justice agencies and the public.

BCA Funding Sources



BCA Funding Distribution





Overarching Goals and Strategies

Driving criminal justice data integration and information sharing

- Make core BCA systems available with single user ID and password (single sign-on)
- Integrate the fusion center into BCA operations to provide comprehensive information sharing and analysis with a focus on terrorism and criminal activity
- Increase access to information available through the Integrated Search Service (criminal justice “Google”)
- Replace state criminal history and crime reporting systems

Designing and delivering relevant and effective professional development options for Minnesota’s criminal justice professionals

- Develop a viable and active Training Advisory Board to engage our partners
- Develop a strategy for utilizing technology to enhance existing training delivery
- Expand networks of internal and external training partners to enhance programs and create a culture of progressive educational opportunities

Delivering quality forensic science services by developing innovative processes and increased capacity

- Revise evidence prioritization and submission processes in collaboration with stakeholders
- Develop plans to define and measure case outcomes to allow for a critical assessment of services
- Identify forensic technologies and testing models in partnership with academic, forensic, and law enforcement agencies
- Maintain an active quality system that is responsive to the field of forensic science

Targeting violent criminals, organized criminal enterprises, exploitation of children and technology facilitated crimes

- Prioritize investigative programs based on stakeholder needs and quantifiable impact on criminal activity
- Expand and refine our cybercrime capabilities to combat technology facilitated crimes
- Develop plans to measure performance and outcome indicators of case activities

Creating a positive work culture that values, supports, develops, attracts and retains BCA employees

- Develop an internal communications plan
- Participate in leadership roles within professional organizations that further the mission of the BCA
- Develop sustainable employee orientation and development program
- Develop an internal and external communications and branding plan for the BCA



The Bureau of Criminal Apprehension provides round-the-clock service to Minnesota law enforcement agencies on investigations and in support of BCA technology resources. The BCA provides many services to the public during business hours at its St. Paul headquarters as well. More information on the BCA can be found at bca.dps.mn.gov.



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